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18 December 1984

MEMORANDUM FOR: Director of Personnel

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FROM: [REDACTED]
Chief, Human Resources Planning Staff

SUBJECT: "I" Career Service Attrition vs. Recruitment

1. A recent study of the DDI Career Service loss trends revealed a sharp increase in attrition for FY 1983 and FY 1984 over the more "normal" figures for prior years. Essentially, a higher than normal separation rate together with a high net loss in reassessments and increases in ceiling have made it especially difficult to replace "I" Career Service losses and bring them up to the desired ceiling. We also have noted that they appear to have less total conversions to Officers from the Technical subcategory than other Career Services have had. This paper looks at the impact of our recruitment efforts if "I" Career Service attrition were more in line with previous years.

2. The table below points out that Officer attrition has been exceptionally high both this year and last year.

"I" Career Service Annual Attrition Rates

| | <u>Officers</u> | <u>Other</u> | <u>All</u> |
|---------|-----------------|--------------|------------|
| FY 1981 | 4.26 | 16.69 | 7.57 |
| FY 1982 | 1.40 | 7.55 | 2.94 |
| FY 1983 | 6.87 | 11.49 | 8.02 |
| FY 1984 | 6.38 | 9.93 | 7.30 |

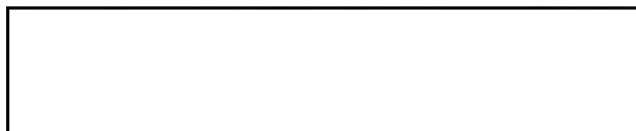
3. Our recruitment efforts, especially in the critical area of Officers, have been remarkably successful given the circumstances outlined above. For example, the Office of Personnel supplied the DDI Career Service with [REDACTED] Officers in FY 1984 versus [REDACTED] Officers in FY 1983 for an increase of 61 percent. If the annual attrition rate for their Officers were more "normal" (say a 4.25 percent rate), then our recruitment requirements would have been [REDACTED] Officers less. If this had been the case, then the DDI instead of beginning FY 1985 with an on-duty strength of [REDACTED] versus a desired ceiling of [REDACTED] would have begun the year at [REDACTED]

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4. There is reason to believe that the trend toward higher attrition rates experienced over the last two years may continue and hence pose a further strain on our recruitment efforts during FY 1985 and beyond. The DDI has not exhibited the magnitude of Technical to Officer conversions prevalent in the DDA and DDS&T, nor, in all likelihood, would their career track structure be able to absorb such a flow. Neither have they exhibited Officer separation rates sufficiently low to compensate for this through career retention, as is the case in the DDO. Due to these unique characteristics, the DDI will probably continue to rely heavily on external recruitments. As was pointed out in the earlier DDI manpower flow study which OP produced for the DDI Management Planning Staff, one significant factor in the high DDI attrition rate has been the severe reduction of reassessments into the DDI. This obviously means that the DDI has the ability to take whatever positive steps are necessary to return the level of reassessments into the DDI to its former higher numbers, thus contributing to the lower, desirable Officer attrition rate. Hopefully, this could be reduced to something like the overall Agency Officer attrition level of approximately 2 percent.



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OP/HRPS/ [redacted] (19DECEMBER1984)